

Jeremiah W. (Jay) Nixon
Governor

Mike Downing, CECd
Director



Amy Sublett, Director
Division of Workforce Development

Mark Bauer, Exec. Director
Missouri Workforce Development Board

William J. Skains Jr., Chair
Missouri Workforce Development Board

Missouri Workforce Development Board
January 14, 2016
9:00 a.m.
Conference Call
Jefferson City, Missouri

Members Present: William “Bill” Skains (Chairman), Dan Atwill, Garland Barton, Michael Brewer (DHSS), Don Cook Sr., Herb Dankert, Mike Downing, John Gaal, Julie Gibson (DSS), Reggie Hoskins, Jeremy Knee (DHE), Birdie Legrand, Hugh McVey (DOLIR), Todd Spencer, LeRoy Stromberg Jr., Josh Tennon, Cheryl Thruston, Len Toenjes, Ray Tubaugh, Anthony Wilson, Yvonne Wright (DESE/VR)

Members or Representatives Absent: Matt Aubuchon, Cara Canon, Mike Deggendorf, Wayne Feuerborn, Rep. Lyndall Fraker, Rep. Michele Kratky, Mike Pantleo, Jeanette Prenger, Kelly Walters

MoWDB Staff: Mark Bauer and Glenda Terrill

Other Attendees: Amy Sublett (DWD Director), Elaine Bryant, (DESE/AEL), Christy Davis (DWD), Lisa Elrod (DWD), Clinton Flowers (DWD), Brandi Glover (NE WIB), Lisa Hostetler (NW WIB), Michael Ravenscraft (Jefferson/Franklin WIB), Tom Robbins (DESE/AEL), Mary Ann Rojas (Ozark WIB), Stephen Sowder (DWD), Michael St. Julian (RSB), Cheri Tune (DWD), Melissa Woltkamp

A. Call to Order, Welcome and Introductions:

Chairman Bill Skains called the meeting to order at 9:00 a.m. After welcoming everyone and introductions a Board quorum was declared.

B. Approval of Board Meeting Minutes

Mr. Skains called for revisions and/or comments to the September 2, 2015 meeting minutes. With no changes voiced, a motion was made by Mr. Hugh McVey to approve the meeting minutes, seconded by Mr. Herb Dankert. Motion was approved.

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C. Certified Work Ready Communities—Cheri Tune (DWD)

Ms. Tune presented the new Work Ready Communities In-Progress, seeking full certification:

- **Carroll County** is located in the West Central Region; Team Chairman is David Reinke, Director, Carrollton Area Career Center.
- **Cedar County** is located in the West Central Region; Team Chairperson is Elva Weber, Executive Director, Cedar County Economic Development Kaysinger Basis Regional Planning Committee.
- **Montgomery County** is in the Northeast region; Team Chairperson is Steve Deves, City Administrator/City Clerk.
- **Marion/Ralls Counties** are located in the Southeast Region; Team Chairperson is McKenzie Disselhorst, Director Hannibal Chamber of Commerce.
- **Bollinger County**, located in the Southeast Region; Team Chairman is Travis Elfrink, Presiding Commissioner.
- **The Northwest MO Region: Atchison, Gentry, Holt, Nodaway & Worth Counties.** Located in the Northwest Region; Team Chair is Jackie Spainhower, Executive Director, NWMO Regional Council of Governments.

Mr. Skains thanked Ms. Tune for her work and proceeded with two motions for the Board:

- *“I move that the Missouri Counties of Carroll, Cedar, Montgomery, Marion/Ralls, Bollinger, Northwest MO (Atchison, Gentry, Holt, Nodaway and Worth) be recognized as Work Ready Communities in Progress. I further move that these 11 counties be given until February 10th of 2018 to submit the appropriate documentation required to meet the full certification.”* Motion was made by Ms. Julie Gibson, seconded by Mr. Garland Barton. Motion carried unanimously.
- *“I move that the Missouri Workforce Development Board, having been presented with an overview and recommendations from the Application Review Team and having State Board representation on such team, have met 100 percent of the qualifying goals, the acknowledgment from the American College Testing, ACT, approve the Counties of Dunklin, Madison, Barton, Lawrence, Washington, Howell and Maries as Certified Work Ready Communities effective January 15, 2016, and recommend to Governor Jeremiah “Jay” Nixon that the counties be accepted as such.”* Motion was made by Mr. Garland Barton and seconded by Mr. Reggie Hoskins. Motion carried unanimously.

D. WIOA State Combined Plan—State Partners

Yvonne Wright/Vocational Rehabilitation:

Ms. Wright began the State Plan discussion saying that the Board would hear from each of the core WIOA partners. The Combined State Plan consists of the WIOA core partnerships: Adult Program, Dislocated Worker Program and Youth Program all included under Title I. The Adult Education and Family Literacy Program under Title II; the Wagner-Peyser Act Program under

Title III and the Vocational Rehabilitation Act, under Title IV which includes Rehabilitation Services for the Blind and Missouri Vocational Rehabilitation.

In addition we chose to do a Combined Plan having additional partners: Career and Technical Education under the Carl Perkins Act; Temporary Assistance for Needy Family (TANF); Employment and Training Programs under the Supplemental Nutrition and Assistance Program (SNAP); the Work Programs authorized under Section 6, the Food and Nutrition Act; the Trade Adjustment Assistance for Workers Program, under Title II of the Trade Act; Jobs for Veterans State Grants Program; Unemployment Insurance Programs, Employment of Housing and Urban Development, Community Services and Training activities, carried out by the Department Block Grant Program; and the reintegration of Ex-Offenders Program.

The Team will provide an overview of the plan outline plus an overview of the public comments received. The plan is divided into the strategic planning elements, organization operational planning elements and then program specific requirements for both our core programs and our combined state partner programs. Following that we will give you a review of the public comments followed by a Q&A period for the Board. Next speaker is Clinton Flowers/DWD.

Mr. Skains asked Mr. Flowers to provide some timeframes on the plan being put together from start to finish.

Clinton Flowers (DWD):

We received the preliminary purposed regulations to interpret the law published over this last summer. We started working on the plan in August with our first team meeting December 8th. We developed/identified subject matter experts to help write the plan. We began meeting in earnest through September and October. The plan was posted for a 30-day public comment period on December 11, 2015, period ending this past Monday. In talking to people in other states our process has gone fairly well because of the good working relationships. We met with the MoWDB Planning Committee two weeks ago to ensure State Board engagement and respond to their questions/recommendations leading up to this meeting. The plan is due to be submitted to Federal agencies by March 3rd. Clinton asked Planning Committee Chair Len Toenjes if he had any additional comments. Mr. Toenjes complimented the State staff who got out of their silos, focused on the needs of the State, and did a tremendous job of putting the plan together. The process was inclusive, professional and effective. (Note: After the January 14, 2016 meeting States were notified that workforce plans do not need to be submitted until April 1, 2016.)

Mr. Flowers started review of the workforce analysis segment found on pages 8 through 31. The Missouri Economic Research Information Center (MERIC) provided much of this information. MERIC is like a bureau inside the Department of Economic Development (DED) and we could not get along without them in terms of their ability to assemble this type of information. While the information is lengthy it is not meant to baffle anyone, it provides the context of winnowing out how one would ascertain the highest priority economics, industry demand, occupational demand and economic sectors within the economy. We have done this work in concert with Maher & Maher Consultants in terms of developing a sector strategies process. We have begun to identify the highest priority sectors among those categories of industry, occupation, and different kinds of

required skills. Some of the highest sector strategies within the State of MO are actually in healthcare, in this order: healthcare, financial and professional services, transportation logistics and warehousing, and metal and metal fabricating.

The presentation starts on page 8 and the analysis immediately looks at what is called burning glass technologies. MERIC and DWD have a contract with Burning Glass Technologies. This was a topic of discussion with the Planning Committee as it relates to the State Plan. Real time labor market information is obtained from Burning Glass. Real time labor market information means that this contract provides a spidering technology, primary it scans the internet and captures classified job opening advertisement from the internet and aggregates them for us. Surveys through the census Bureau or through the Bureau of Labor Analysis are expensive and time consuming, but through Burning Glass Technologies and the process of spidering the internet, we get data that is fairly quick and efficient in real time. Pages 8-10 shows that in order the top five labor demand industries in Missouri: (1) hospitals, (2) professional scientific and technology services, (3) ambulatory healthcare services, (4) insurance, and (5) educational services. Burning Glass also creates data about real-time occupations, truck drivers, registered nurses, retail salespersons, software developers, and sales reps, and wholesale and manufacturing. The process begins to see healthcare, hospitals, registered nurses through this process of lengthy presentation of Workforce data that begin to look at priorities and the highest priorities for sector strategies.

Beginning on page 10, the analysis provides occupational projections, and outlook. There is a very significant segment that talks about MERIC's collaboration with St. Louis Community College to develop a groundbreaking series of reports that addresses the State of the St. Louis Workforce region through the St. Louis Workforce report.

From page 17 in the plan, it talks about addressing the things that come up frequently in our business. Response from employers indicates that they need candidates that are prepared with personal effectiveness skills and workplace competencies. They need work ethics, critical thinking skills, and leadership. That is why the Workforce system is so engaged in the career readiness certificates, the national career readiness certificate program and why we engage in the process of collaboration with education on building skills.

Finally, the analysis goes on to look at demographic trends, factors in employment, unemployment and skills gap analysis. Ultimately from the design of the WIOA, the plan requests the State to demonstrate its abilities and intentions to establish managed employer engagement, identify, promote and refine sector strategies for meeting employer needs and developing career pathways that are appropriate and adaptable to job seeker needs in a sector environment.

Mr. Flowers concluded this segment and introduced Keith Rodrick with Rehab Services for the Blind as our next partner presenter.

Keith Rodrick (Rehabilitation Services for the Blind):

Mr. Rodrick will provide a high level overview of this plan. Information can be found on page 33 and an overview of the vision and goals are included on page 34. WIOA requires the State plan to include an overall strategic vision and goals for developing and meeting the needs of employers to

support economic growth and efficiency. To do this, the core partners came up with a vision that's applicable to all Missouri WIOA partners that will build an integrated demand driven workforce system that leads to self-sufficiency. And for that vision, there were five goals developed. The first goal was to overcome employment barriers. Now this goal addresses both barriers to employment faced by disabled and nondisabled individuals. The second goal was to maximize efficiency and access to services. This includes data sharing and common referral processes among the core partners. The third one is to develop career pathways and this focuses on clients and employers using Missouri Career Pathway model that includes sector strategies, education, training, and skill attainment to provide qualified candidates to employers. The fourth one is placing a strong emphasis on employment retention. This includes continuing support once initial employment is stackable credentials to help clients maintain obtained through ongoing education, training, and success in their employment. The fifth goal is to engage employers to meet their needs. This has an emphasis on meeting current employment needs and forecasting employment opportunities and career advancement. It focuses on utilizing a single point of contact systems such as jobs.mo.gov for employers and WIOA of Partners, and using the statewide sector strategies initiative. That is just a high level overview.

Clinton Flowers –Performance Goals:

First, I would like to say that during the first week of December of just last year, I and several agency staff had the chance to attend the webinar that was broadcast from the US Department of Labor about performance measures. It was made clear to us at this time that the WIOA law has established a deadline of March 3rd for the submittal of this state plan document. However, the exact method to be used for the Federal agency is to jointly negotiate performance measures target is not going to be completed by then. In fact, we were told that we would be fortunate to have these performance measures all ironed out even as soon this coming summer. I wanted to make clear that all of the performance measures that are provided in the state plan are provided in the context that they are preliminary and they are meant to establish points of discussion for benchmarking. They are simply there to represent that we acknowledge the goals, we acknowledge that starting with those particular measures.

Performance Goals for the Core Programs can be found on the last pages of the plan, 218-219. There is a rubric that you can use to work with and view these measures. That rubric is, first consider that we serve five major categories of customers. We serve adults, dislocated workers and youth, and we can serve people who may need all of these adults, dislocated workers and youth who may need adult education or rehabilitation services. So about there are six primary types of measured if you think about those five categories and think services that were accountable for the Federal reporting. The six types are employment, employment retention, earnings, credentials, skills gain, and effectiveness with employers. So if you will, page 218 I believe is appendix one. Appendix one shows a preliminary estimate of baseline targets for workforce employment for the adults is employment, and by the way these are expressed as rates. An employment rate of 70%, for adult education 52%, for rehabilitative services 51.9%. So then if you look at appendix one, page 218, the same estimates are provided for a retention proxy. In other words, employment is considered — is it — second quarter employment placement rates calculated based upon second quarter after exit and employment retention is considered four weeks hence, so that is considered to be in a retention proxy. For workforce adults it's 64%, for adult education it's 53%, for

rehabilitative services it's 49.7%. Now if you look again at page 218, it looks at Earnings. Many of us are used to seeing earnings posted in WIOA as six month average. That means it would be a proxy for one half of a calculation has now moved to median. In this case, this remember from math class that 50% people are going to make more and 50% are going to make less. So the measure from earnings for six month median mark for workforce in adults is 4454, adult education is 3100, rehabilitative services is 2085 set. So just make note that this is a median number. It moves from a practical benchmark, I thought was easier to understand in terms of salaries and earnings to kind of a quantitative, just simply a metric measure but it's significant because it is a median number. You'll also see data for salaries and earnings, employment retention and earnings, and for the other clients we serve for dislocated and youth participants.

Lastly we'll look at credentials, skills gains, and effectiveness for employers. Under credentials for adults we look at 39%, adult education 40\$, rehabilitative services is 28.4%, and the skills gain for workforce adults is actually not included in the document because we are simply not comfortable in having enough information from the US Department of Labor to make that calculation. Our partners on the other hand, actually have more adult education and calculating skills gains where experience and more in-depth academic background for they have offered 63% for adults and for rehabilitative services 25.3%.

With your handouts I have listed the 17 measures along with a definition of each. The handout does a great job of informing you of what is new and different.

Assessment: In the State Plan right after performance we move to assessment. As far as effectiveness for employers we wanted to mention that the measure will be defined by the Federal agencies purposing regulations. The Federal agencies have consistently informed us that they will get back with us and let us know exactly what the effectiveness to employer's measure is and how it will be calculated. This measure has yet to be provided to us therefore it isn't included in Appendix 1. The Appendix does show a 50% effectiveness measure for rehabilitation services. The question being asked is "How the State Plan will assess the effectiveness of the workforce system in relation to the vision and goals, and how will it use assessment results to make continuous improvement?" We have a firm commitment from each of the core partners to be involved with assessing overall effectiveness, as well as determining how best to use the results in the pursuit of continuous improvement. Assessment for workforce development is consistently looking at a strategy of checking periodically and resulting and reporting out to partners. Both Adult Education and VR have agreed to work with us in doing the same as much as possible. We are also going to consider other initiatives to implement and apply as many metrics as we can. We're also going to look at how we create policies and organizational structure. We'll also do an assessment of shared technology, and assess for interagency partnerships.

Melissa Woltkamp (DWD):

Missouri's Six Strategies to Achieve Our Strategic Vision and Goals.

1. Utilize Partnerships to Provide High-Quality Customer Service
 - a. Improve on co-enrollment and synergizing services with our 19 mandatory partners and even expand beyond the 19.

- b. Notice that we have some of the Supplemental Nutrition Assistance Programs (SNAP) in our combined plan which is not a mandatory partner but one we included with our state partners.
- 2. Create Sector Strategies
 - a. Expand our efforts to ensure that the entire state is developing and implementing a systematic and streamline approach to sector strategies framed by initiatives that are data driven, regional designed.
- 3. Develop Career Pathways
 - a. Career pathways should be driven by businesses.
 - b. We want to focus on the client and the employer; offering to our clients multiple entry points and exit points based on the customers need and that of the employers.
- 4. Leverage Leadership from Core Partners to Move Forward on MO Goals
 - a. We have leaders from each of the core partners, as well as some of the mandatory partners on our state steering team.
- 5. Create Environments that Foster Local Partnerships
 - a. Great relationships have developed between the partners, local workforce development boards in addition to the State Board.
- 6. Devote and Reallocate Resources that Generate Partnerships
 - a. Look at resources and encourage our partners to work together and find ways to benefit our mutual customers and connections.

The six strategies were developed at the State level and we will work with the local regions in order to help them implement to invigorate the State to reach our goals.

Tom Robbins (Department of Elementary and Secondary Education or DESE, Adult Education):

Operational Planning Element, Pages 41-67:

Throughout today's State Plan overview you're heard two types of partners referenced, Mandatory and Core, and we want to make sure the definition is clear. The core partners are initially identified in the law: DWD, Adult Education, Vocational Rehabilitation, and the Wagner-Peyser Act. The mandatory or required partners when referenced are people that are required to be included but won't be referenced directly in some of the answers. The Operational Planning Element begins on page 41 with two main parts which speak about what MO intends to do under WIOA. The two sections are the state strategy implementation and the state operating systems and policy. As we went through this process it became clear as to how much MO has already accomplished and that we only needed to document a lot of what is already taking place in our state.

We begin on page 41 with an update of WIOA and the section addresses implementation of MO strategies. The term "alignment" is used a lot. MO defines "alignment" as "One is either a connection of services, so that the client—it's seamless for the client to go from one service to the next service as they progress through towards their ultimate goal and it could also mean that they are providing complimenting services." Rather than redundant services we are working towards providing services that are stackable. In Section A through H, starting with A, are activities that the core partners are doing under each strategy. Section B was one of the activities, how many of

them were connected to the mandatory partners or required associated with that. Section C through H is how these actions are coordinated together or aligned together for services or educational opportunities. Within that section are highlights including activities already taking place in Missouri. An example would be the Next Generation Career Center (NGCC) is really progressive and collecting services to provide to clients, vocation and rehabilitation partnering; they already do a great job working with other agencies and with the partners to try to collaborate on services. Rehab Services for the Blind's work based projects already combine work and education. Adult Education is dedicated to funding the strength in partnering at the local level.

One addition we identified is the way MO is improving client referral, we are it the HUB Model. This model makes the job center the hub of a wheel. The center will keep a complete referral guide locally for that area and as clients come into the center and the staff learns what the client's needs, they will use that guide to make a direct contact referral from the hub. The referral is only considered good if they have documentation and a direct connection is made to them. The HUB model is becoming a requirement for job centers. We have commitments from all the other core partners to document and refer back to the job center.

Operating Systems and Policy Section, starts on page 55. The MO Operating System is considered best in class and many are national models. Each partner system has integrated features that provide real value add to their customer base and are used nationally to recognize best practice methodology. Page 56, B2, covers new policies including the HUB Model previously mentioned. Page 57 (3), provides the State Agency Organizational Chart, page 58-59 list the MoWDB membership. Page 59 provides information on Assessments which MO can confirm our ability to provide at the local level and review previous assessment information. Page 61 reviews funding, each partner is asked to respond with their funding processes on how they will fund the local level. On page 63 you'll find program data information. As previously stated the Federal requirements are not completed at this time, but MO has a good track record of meeting those timelines and Federal requirements and plan on implementing the requirements when they become available. MO's current data system meets or exceeds the Federal requirements available now and we intend to make sure they do that in the future. Page 65, covers priority for veterans and accessibility; page 67 are the Common Assurances for WIOA that all the partners have to agree too and all will be marked "Yes" for MO.

Elaine Bryan (DESE/Adult Education):

Program Specific Requirements for Core Programs, pages 69-215

Up to this point we've talked about how we are going to all work together, what is new about WIOA, now we are going to partner and align services and the HUB Model that Tom talked about. Starting on page 69 through page 215 is the program specific section. While WIOA requires us to work together, which is new and good, we do have our program specific requirements that is basically our core function of business for what we typically do on a day to day basis. This section explains the core business for each program/partner. Our core business is providing academic education to ESL students and to students wanting to obtain their high school equivalent certificate. Each program writes to their core business and is the biggest chunk of the plan to provide.

Ms. Bryan asked for any questions program specific or on anything covered today.

Mr. Mark Bauer said this was an opportunity for discussion and if there are none, suggested moving on to the public comments. Mr. Skains asked if there were any questions from the Board and hearing none asked Mr. Flowers to proceed with the public comments.

State Plan Public Comments—Clinton Flowers

During the 30-day public comment period we received extensive comments from various entities. The comments along with partner responses were sent to State Board members for prior review. Comments were divided into three sections.

1. Section 1 includes each comment made by the Training and Employment Administrators of MO (TEAM). Each response was provided by subject matter experts from DWD.
2. Section 2 includes comments from either groups representing advocacy for persons with disabilities or from individuals about disability. Each response was prepared by subject matter expertise in serving individuals with disabilities.
3. Section 3 includes comments from the Chief Elected Officials from the Jefferson/Franklin Consortium and comments from Dr. John Gaal. Each response was prepared by subject matter experts from DWD.

The comments are predominately focused on how the plan does not offer either have enough detail, enough specific design information, or sufficient analytical data about effective strategies. A bulk of the comments relate to the overwhelming strategies for serving individuals with disabilities. The Chief Elected Officials from Jefferson/Franklin Consortium asked that their region not be included for State planning as a regional area.

We received a group of comments from TEAM which were well organized and comprehensive. Much of what we received were implementation questions, along with some suggestions for improving the Plan. There is a disconnect from the Federal Agency (The Department of Labor) in providing guidance to the States. As of result of the lack of Federal guidance there is a disconnect between what you might have expected to see and that is not a public relations document, it's also not a marketing business promotion document. We're moving in the right direction while waiting for more guidance. We have attempted to complete the planning process and in doing so realized that the sector strategies component is what we are going to need. We all agree that we have work ahead of us in terms of public relations and public information documents. My personal sense about the comments is that many people from the public don't perceive to mirror intent of the law and have an understanding of the collaboration accomplished to develop this plan. This plan is a significant achievement for making services better to all people. Are there any questions?

Mr. Skains asked if there were any questions from the State Workforce Board related to the Plan. Mr. Toenjes again thanked the committee members for their participation and reiterated thanks to the staff that did a comprehensive job.

Mr. Bauer reminded everyone that a few months ago we provided an overview of WIOA functions to the Board. The first items under the functions tasked to the State Board around development,

implementation and modifying the State Plan. The plan can be used to lay out the foundation for the remainder of the meetings for this year and any subcommittee meetings. The agenda going forward will likely reflect success and progress towards the elements of the Plan and will allow for opportunity for input going forward. The MoWDB Planning Committee recommended having 2016 performance updates at each meeting.

Ms. Amy Sublett added that considering what we had to work with at the time, the Plan is as complete as we can put together based on the information at hand and the expertise brought to the table. If you're on the Board and represent a State agency you should be very proud of the work done by your representatives. If you represent Labor or a private employer you should be equally proud that your government is working effectively.

Mr. Skains reminded the Board that over a year ago the Federal agencies told us that we had to move forward without road marks or anything to go by. There has been very little guidance coming forward by the people we work for. Mr. Skains continued saying that we are going to have modifications to this Plan in the future. All of the comments made will be looked at seriously and I'm asking Len to reconvene the Planning Committee in the near future to look closer at the public comments and seriously consider each of them and work with the State partners to discuss any holes that possibly need to be filled and any new information that comes in needing review on behalf of the Board. No comments will be disregarded. We have a very good general plan with the understanding that there is still much to address especially in regard to performance and the how's, when, what and why's depending on what we receive from the Federal level. Mr. Toenjes agreed to reconvene the Planning Committee for further review of the public comments and any new information on behalf of the Board.

Mr. Skains thanked the partners and everyone contributing to the Plan. Mr. Skains asked for a motion at this time to move forward and approve the State Plan as presented. Mr. Toenjes made a motion to recommend that the State Plan presented supporting the Workforce Innovation and Opportunity Act be approved by the Missouri Workforce Development Board and submitted to the Governor Nixon for his review and approval. Dr. Gaal seconded the motion. Mr. Skains asked for any comments, hearing none he asked for a Board vote. Mr. Skains reminded the Board that held proxies for: Matt Aubuchon, Cara Canon, Mike Deggendorf, Wayne Feuerborn, Jeanette Prenger and Kelly Walters. Motion carried unanimously.

Mr. Bauer congratulated the State Board and the Planning Committee for the hard work and achieving this milestone. Mr. Bauer continued by saying that with the Chairman's permission, a draft letter will be submitted to the Governor with your authorization by electronic signature probably today. Mr. Skains approved doing so and recognized Mary Ann Rojas, Ozark Region Director and President of TEAM.

On behalf of TEAM Ms. Rojas congratulated the State agencies on collaborating to complete the State Plan. Ms. Rojas continued saying she did not want us to lose sight of the business services piece and the employer piece in our plan as we move forward. We will continue to work on this and next week we have a meeting scheduled with the State on guidance for local plans. This is really where the work begins on the local plans which need to align with the State Plan so we are

looking forward to that and moving forward to develop our local plans. We appreciate the opportunity to collaborate, to provide comment and to be a part of the process.

Mr. Skains said he wanted to be clear that he appreciates all the hard work done by everyone and keep in mind that we have incomplete guidance from USDOL and the Department of Education. The work done to provide feedback was excellent.

E. Sector Strategies—Maher & Maher, Carrie Yeats

Ms. Yeats said she would run through some items that we have been working on since providing you an update and overview of the project in September.

- During September and October our focus really was on kicking off the project, forming regional target industries.
- In mid-September we facilitated teams and there was a lot of data work related to a webinar with team members to introduce the project, answer questions, and begin to establish relationships with key members as they have a critical role throughout the life of the project to build regional teams and put sector strategy plans together.
- On September 29th we met with the project steering team in Jefferson City. Rich Maher, our CEO, and I attended that meeting and provided a sector strategy overview and again discussed the project goals and activities.
- Following the September 29th meeting we worked with Missouri to develop a state level multi-partner data team that was made up of Maher, the MO partnership, the Department of Higher Education, State Fair and St. Louis Community Colleges and a local workforce area. The goal of the data team was to discuss existing targeting work being done at the state level, talk through criteria important to consider when determining target industries and then to also look at and evaluate the data that our data partner, Scott Sheely developed for them.
- On October 20th the group recommended through webinar recommendations for target industries.
- Scott Sheely provided a report to each region which analyzed data around twenty-three different clusters and looked at data points including: location, current jobs and establishments, projected job growth and earnings, largest industry of highest paying industries, the fastest growing industries and others. Each region received a customized report that showed data that would help them in a subsequent meeting. In late October regions identified what target industries they wanted to work on as a region.
- We have five facilitators and each region (10 regions) was assigned to one of them. The facilitators began working with local area Directors to both create regional teams and begin to prepare them for a statewide launch meeting in late October.
- The statewide launch meeting was held in October at the Lake of the Ozarks, with almost three-hundred participants. In advance of the meeting we created templates that the participants could work through during the course of the meeting. Regional teams went through SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis process, a self-assessment debrief. Teams looked at the data provided related to the target industry sectors and began some initial action planning. A lot of hard work and good discussion took place over the next day and a half in each region.

- In November and December we focused on follow-up from the launch providing additional tools and resources to each team. Technical assistance was identified for each region as they worked through the questions as well as continued overall support as they worked through the target industry that they chose to work on for the sector strategy project. We developed asset mapping templates that were shared with each region and also developed a draft agenda for a potential regional launch meeting that each region might consider having in the spring that would begin to engage employers and their strategy work.
- Also in December we provided staffing pattern data for each regions selected target industry that they wanted to focus on. There was a webinar in mid-December to review the data and how to use it which wrapped up the end of December.
- Currently we are working on developing a series of tools that regions can use now and in the future related to sector strategies, regional planning, business engagement and a variety of other topics from the regions.
- We want to use our facilitators to provide customized services. At the beginning of the project we thought each region would have the regional launch meeting at some point in the spring, now we are talking carefully with area directors to make sure that is in fact how they would like to use our time and try to be sure that we are recognizing that one size does not fit all. Some regions are already engaged in regional planning and have initiatives that are ongoing and may want us to work on something a little different with them.
- We are in the process of developing really focused project action plans so facilitators can work with their contacts and the regions to decide over the next four to five months what we really want to accomplish together. If it's a regional launch that's great and determine the steps needed for launch. If it's some other sort of technical assistance, what does it look like?
- During February through May, our facilitators will continue to help each region execute their plans, whether at the regional launch meeting or some other activity that they determine together.
- Around May is when we will hand off the work in the region. Facilitators will begin transitioning anything that they were doing back to the point of contacts with the original team members and we will be delivering final data reports to each team which is really a substantive of the work that has been done so far from a data perspective.
- The project will conclude in early summer, June to July timeframe, when we'll make our final report with the recommendations, project accomplishments, challenges, opportunities and things of that nature. We will return to the State to present a draft of that report to the project steering team.

Ms. Yeats noted the completion of the update and asked if there were any questions. Mr. Skains asked if there were any questions of Ms. Yeats by the Board or any of the state directors. Hearing no questions or comments Mr. Skains thanked Ms. Yeats for the work Maher & Maher has done to advise and assist the State and local regions. Mr. Bauer added that the work on sector strategies is critical and one of the reasons why we are focusing on it in the last couple of meetings is because Missouri will be depending on the result of that effort to help guide Missouri's workforce system going forward. This topic is something the Board may want to hear about going forward during 2016 meetings. Dr. Gaal added that he was impressed with the State Plan information presented.

F. Open Discussion/Questions/Comments

Mr. Skains asked if there were any additional comments from the Board or State staff. Hearing no additional comments or questions Mr. Skains said the next Board meeting would be May 20, 2016 at Providence Bank with additional information sent out at a later date.

Mr. Skains added that one thing he would like to see in future meetings is having State Local Board Directors as well as their Board Chairs share with the State Board on the activities successes, best practices taking place in their regions, as well. We've done some of that in the past and we'd like to build upon that communication which DOL supports and I believe would have a positive effect. By the time of our next meeting we hope to have heard back from the Planning Committee meeting.

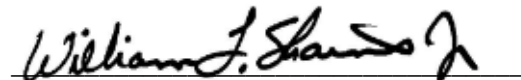
G. Closing Remarks

Mr. Skains thanked everyone for participating in today's meeting and all the work that resulted.

H. Adjourn

Mr. Skains adjourned the meeting at 10:24 a.m.

Approved:


William "Bill" Skains Jr. Board Chairman


Mark Bauer Executive Director